



Graduate Programs in Business Administration, 1969-1970

ACADEMIC CALENDAR

1969-1970

- August 20 Last day for receiving applications for admission from students wishing to register this session.
- September 15 Academic year begins at 9:00 a.m. Address by the President at 2:00 p.m. in Convocation Hall. Lectures and laboratory classes withdrawn from 1:45 p.m. to 3:10 p.m.
- September 15 to 19 Orientation program.
- October 1 Last day for selection of programs.
- October 13 Thanksgiving Day—Buildings closed.
- November 11 Remembrance Day Service at 10:30 a.m.
- December 19 Last day of lectures. Term ends at 5:00 p.m.
- January 5 Spring term begins.
- January 5 to 10 Autumn term examinations.
- March 27 Good Friday—Buildings closed.
- April 10 Lectures end.
- April 30 Examinations end.

Fees, residence dues and other charges set forth in this calendar are subject to change by the Board of Governors.

**UNIVERSITY OF TORONTO
SCHOOL OF BUSINESS**

**Graduate Programs
in Business
Administration, 1969-1970**

**MASTER OF BUSINESS ADMINISTRATION
DIPLOMA COURSE
DOCTOR OF PHILOSOPHY
EXECUTIVE PROGRAMS**

TORONTO, ONTARIO, CANADA

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Director of Athletics and Physical Education

—Men . . . W. A. Stevens, B.S.

Director of Athletics and Physical Education

—Women . . . Miss A. Hewett, B.Ed., P.E.

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SCHOOL OF BUSINESS

Administration

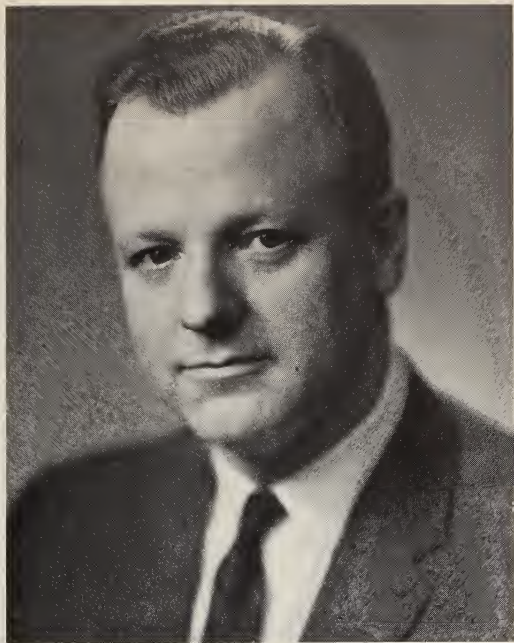
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<i>Academic Secretary</i>	W. B. COUTTS, B.A., F.C.A.
<i>Co-ordinator, Executive Programs</i>	M. R. HECHT, M.SC.
<i>Placement Adviser</i>	R. E. VOSBURGH, B.S., D.B.A.
<i>Librarian</i>	MRS. M. TROTT, B.A., B.L.S.

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B.COM. (University of Manitoba), M.B.A. (University of Toronto)
- J. D. BOSSONS, *Associate Professor of Economics in the Department of Political Economy*
B.A. (University of British Columbia), A.M., PH.D. (Harvard University)
- P. A. T. CAMPBELL, *Special Part-time Lecturer in Economics*
M.A. (University of Toronto), PH.D. (University of London)
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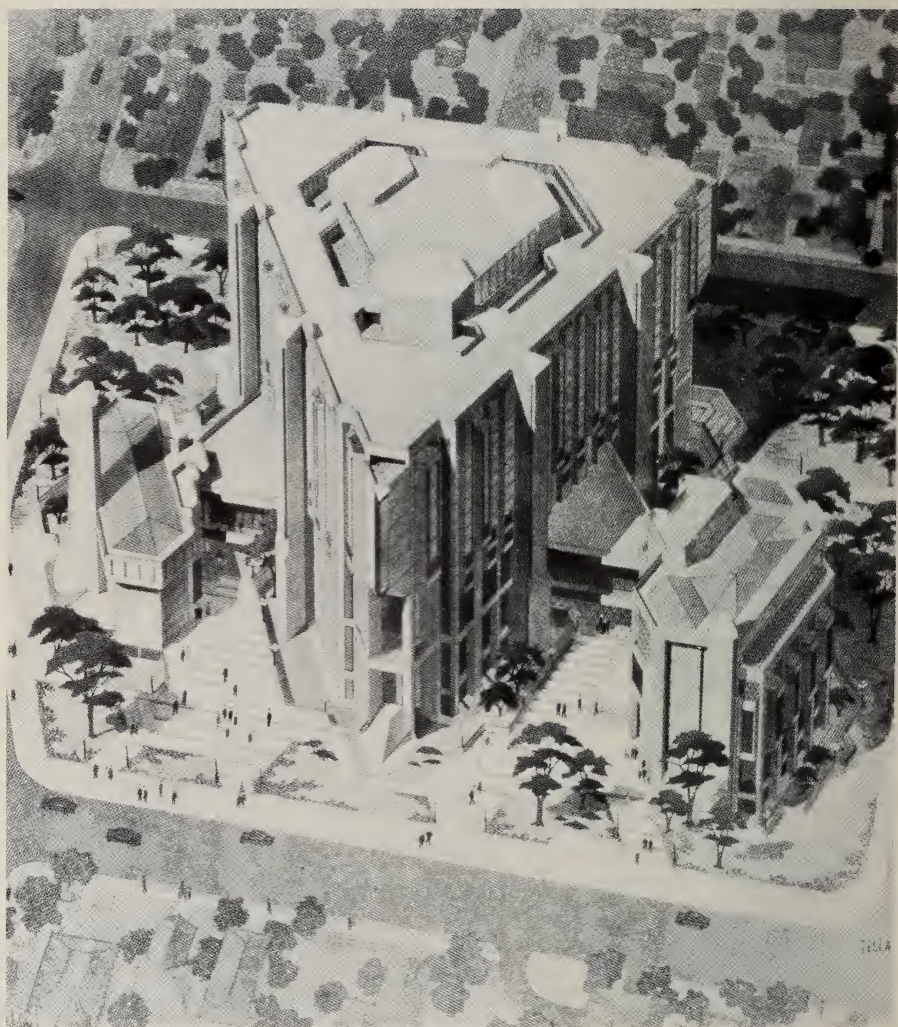
From the Director

The University of Toronto School of Business is a professional graduate school, which is an integral part of a great University with a tradition of excellence in teaching and scholarship. During the thirty one years since it first offered graduate education in business, the School has constantly adjusted its programs to meet the increasing challenges for education in administration.

The School offers three programs. The Diploma program is designed for those who wish a good grounding in administration. The Master of Business Administration program is a professional course providing rigorous training for managers of the future. The PH.D. program prepares candidates for teaching and research.

The growing complexity of business administration makes new demands for formal education, in addition to experience. The School has played a vital role in providing highly qualified graduates to meet these challenges.

O. W. Main



Humanities and Social Research Library

The University of Toronto is located in the heart of Toronto. Queen's Park, adjoining the Parliament Buildings and Government Offices of the Province of Ontario, belongs to the University and is ringed by University buildings. The campus is extensive, yet only a mile from the great business and financial centre of downtown Toronto.

The University, as the central provincial university of Ontario, is well into its second century as a degree granting institution. It is a dynamic federation of colleges, specialized schools, and institutes, with by far the largest enrolment of graduate students in Canadian universities.

The combination of traditional values in the University of Toronto with a changing physical environment is expressed in the new Humanities and Social Sciences Research Library, pictured on the opposite page. This building, under construction near the School of Business, will provide a new repository for one of the great libraries in North America.

The location of the School of Business on the campus brings to the graduate student all the advantages of being an integral part of a great university and of having ready access to one of the larger metropolitan centres with its leading business community.

THE SCHOOL OF BUSINESS

Objectives

The aim of the School of Business is to provide programs of professional education of high quality for selected graduate students. The School has a faculty of academic distinction with business experience who are committed to giving students individual attention and assistance in preparing themselves for careers in business organizations, public administration, or university teaching positions. Cross appointments with other university branches and close working relationships with a number of institutes on the campus give the programs added depth and flexibility.

The School of Business faculty is also active in research in the fields related to business administration. Students who show research promise are encouraged in projects which are frequently remunerative.

A variety of executive programs are organized for business managers who wish to keep informed on new management concepts and skills.

Philosophy and Techniques

The School is eclectic in approach to its business administration programs, choosing the best blending of a variety of instructional methods. Students participate in groups in lectures and classroom discussions, laboratory periods, seminars, and tours of industry. As individuals they are responsible for extensive readings, preparations for seminar discussions, case assignments, and research projects.

Management education is approached with thoroughness. Students examine the social, political, technological and economic environment of modern business. Theoretical concepts are integrated. Quantitative management tools, and computer applications, are learned. The student develops his ability to recognize imaginative opportunities and to identify basic problems in management situations. Relevant information sources are utilized.

The student formulates alternative approaches to situations, evaluates them, communicates and defends his position to peer groups, and gains experience in managerial decision making and implementation. Assignments in actual businesses give a tough realism to the training. In the end, the educated graduate is ready to move from high potential through experience to leadership in business administration.

Programs

Master degrees have been granted to the School's graduates by the University of Toronto since 1939. Many of these graduates are now achieving high places in the business world, confirming the School's emphasis on quality. The M.B.A. Program is a two-year course (except for honour commerce graduates). In the first year students make course choices leading to an M.B.A. degree in general management or in management science. The second year is undertaken in advanced studies partly selected from the same chosen field by the student for his own career interests.

The Diploma Program is a thorough one-year general course from which graduates of high standing may enter the second year M.B.A. Program. It may be taken either full-time or part-time in the day or part-time in the evening sessions.

The Doctoral Program leading to the PH.D. degree is being offered under full accreditation. This is a research and theory-oriented program that will assure a comprehensive background for students following careers in university teaching or in advanced staff positions in industry or government.

Executive Programs are tailored for managers up to the senior policymaking level in sessions of various durations. These are outlined in this calendar, and given in detail in separate brochures.

Location and Facilities

The School is located on the St. George Campus of the University of Toronto. Classes and seminars are held at 117-119 St. George Street (one-half block south of Bloor Street). The administrative office of the School, the School of Business Library, and faculty offices give a physical unity for close association of the students with the faculty.

The School of Business Library maintains a basic collection of books, pamphlets, periodicals and financial reports to provide ready access to material necessary for research and class work. The resources of the Main Library of the University, and of the Reference

Library of the Metropolitan Toronto Public Library, both nearby, are available to students.

Students will make use of the main computer of the University, with its large central processing unit served by terminals at the School. This is one of the most comprehensive systems of its kind in Canada, and offers an outstanding opportunity for training and research. Several courses within the School's program require the use of the computer; all students are required to gain some facility with computer programming.

FINANCIAL RESEARCH INSTITUTE

The School of Business is a member of this Institute, founded in 1967. Among its members are the major Canadian banks, insurance companies, trust companies, investment dealers and investment management companies, and non-financial corporations having special interests in financial markets. Central facilities of the Institute at McGill provide access to computer stored COMPUSTAT financial data and a number of DBS statistical series. Special conversational languages and programs have been and are being developed to enable members to analyze these data. New data series are being added continuously. School of Business students have access to the data and programs through a terminal located at the School.

Each summer the Institute employs several M.B.A. students who have shown an aptitude for research and an interest in finance in their first year of the M.B.A. program. These students conduct research projects under the direction of the Institute's full-time staff or its research-oriented members. Development and testing of financial and economic models, the development of new uses for the existing data series, and the acquisition of new data series are examples of projects. Professor W. R. Waters of the School of Business is Vice-President (Research) of the Institute.

THE CENTRE FOR INDUSTRIAL RELATIONS

The Centre for Industrial Relations is an independent research body that promotes studies in all facets of labour-management relations. It maintains an information service which provides a comprehensive source of industrial relations materials. In addition, the Centre sponsors conferences and seminars to which students and faculty, as well as labour, management and government representatives are invited.

The Centre provides a limited number of scholarships and research assistantships to students in Business, Law, Political Economy and other departments from which it derives faculty interest and

support. Professor J. H. G. Crispo of the School of Business is the Director for the Centre for Industrial Relations.

INSTITUTE FOR THE QUANTITATIVE ANALYSIS OF SOCIAL AND ECONOMIC POLICY

This research institute (IQASEP) of the University of Toronto provides permanent facilities for the carrying out of quantitative research in the social sciences, including business, that complement the University's program of graduate training.

A number of graduate students in the School of Business and the Department of Political Economy work as part-time research assistants on Institute projects such as: the construction of an econometric model of the Canadian economy; a study of economics of scale in the major appliance industry; a study of Canada's ability to develop an independent economic policy, particularly tax policy; an analysis of the efficiency of the allocation of resources in higher education; a study of some aspects of unemployment insurance; and a study of the international transmission of business cycles.

Institute research associates run several workshops for graduate students which are designed primarily to assist doctoral students who are in the thesis-writing stage. Some of these are listed as credit courses in the School of Business.

The Institute maintains a library of computer programs for regression and other statistical analyses, an economic time series data bank in computer-readable form, and computer programs for econometric models of the Canadian economy. These services are available to students in the School of Business who are associated with Institute workshops or research projects. Professor J. A. Sawyer of the School of Business is a member of the Institute's Executive Committee.

*At the Institute
of Computer Science,
University of Toronto*



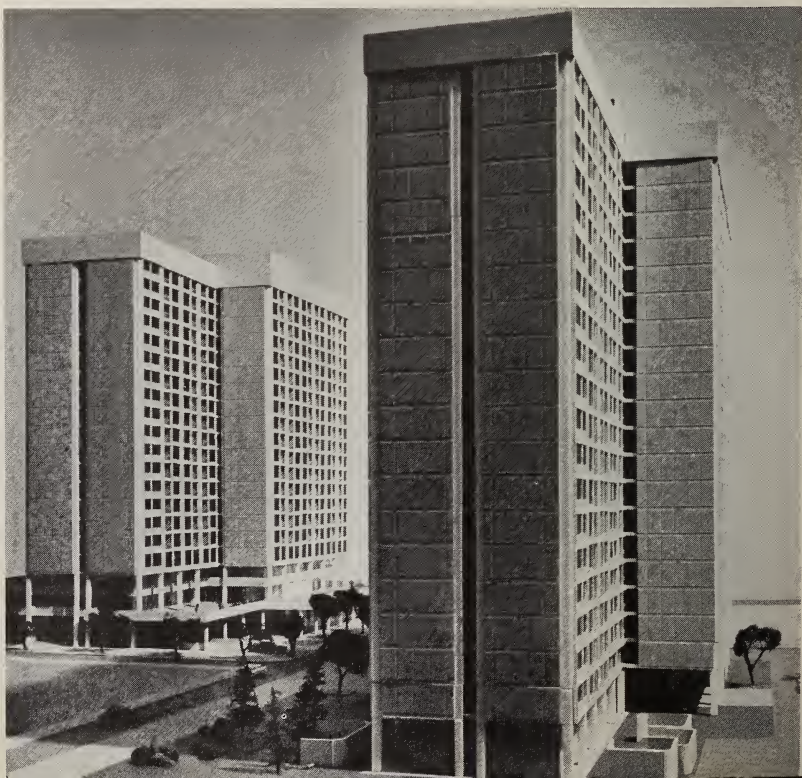
HOUSING

The University of Toronto operates several apartment complexes, primarily for married students. These modern housing units, adjacent to the campus, have self-contained recreational facilities, children's play areas, shopping mall and restaurant. Information may be obtained through the Housing Service, University of Toronto.

The Housing Service also maintains a listing of rooming houses, flats, apartments and homes. These are not subject to University regulations.

Single students may be accepted in residence in the various colleges of the University.

Rochdale College, on the edge of the campus but not officially connected with the University of Toronto, offers cooperative housing accommodations for single and married students. Inquiries about Rochdale should be directed to Rochdale College, 341 Bloor Street West, Toronto.



PLACEMENT SERVICE

Prospective graduates in Business Administration find the University of Toronto Placement Service a clearing house for job opportunities and employer interviews. Employers from Toronto's extensive business and industrial community and from all parts of Canada offer a variety of employment opportunities to University of Toronto graduates, and particularly to those of the School of Business.

The Placement Service maintains files of job openings and applicants, gathers information on prospective employers, and has a trained staff ready to advise on these matters. The Service forms a contact between the student and business or governmental organizations. It arranges a series of interviews, which continue through the fall and winter months, where employer representatives can meet students seeking suitable employment upon completion of their graduate work.

The School of Business also has its own Placement Adviser who works with the University Placement Service to fill the special needs of the graduating students of the School.

STUDENT ACTIVITY

Graduate Business Club

The Graduate Business Club is the student organization of the School of Business and is open to all students. Through their own organization, students actively participate in social, athletic and academic programs.

As part of orientation week, the Graduate Business Club organizes several functions to allow students to meet each other and the faculty on a social basis. Details of the School's program for the coming year, faculty assistance in course selection, and the informal "information services" of returning students are available to new registrants during that week.

The Graduate Business Club organizes a variety of social events

throughout the years such as 'smokers,' dances, ski-day and dinners. Through one of the dinners held, the students are brought into contact with the Alumni. The School boasts two sport teams – hockey and basketball and has so far had a very successful record.

Student Chapter of the American Marketing Association

By joining the Student Chapter of the American Marketing Association at reduced rates, students may participate in activities of the Toronto Chapter. These include regular monthly dinner meetings, special workshop sessions, and an annual management seminar. In addition, the Student Chapter sponsors a variety of activities normally including speakers, product presentations, films and field trips. By sharing in these activities students learn of current developments in marketing, meet leading members of the marketing community and are thus better able to assess career opportunities in the marketing field.

Investment Club

The purpose of the club is primarily to learn the operations and means of the investment market, and secondly to earn a profit on investments made by the club membership.

Decisions are made weekly at meetings where guest speakers are sometimes invited. Membership is open to all students of the Business School.

Other Student Organizations

All students in the School of Graduate Studies become members of the Graduate Students' Union, a body which brings together for social purposes graduate students throughout the University. Male students may participate in the activities sponsored by Hart House which offers facilities for social and cultural endeavours. Students wishing to use the athletic facilities at Hart House may do so by paying an additional athletic fee.

All students may participate in the activities of the International Student Centre, which has been established by the University to provide a meeting place on campus for organized social programs and informal gatherings of students from Canada and abroad. Further details may be obtained from Mrs. K. D. Riddell, Director, International Student Centre, University of Toronto, Toronto 5, Ontario.

Health Services

All enquiries should be directed to the Health Service, University of Toronto.

A graduate student not domiciled in Canada must submit a certificate of freedom from disease, including tuberculosis as demonstrated by an X-ray file of his chest. He must also complete his medical examination by the Health Service within one month of registration.

Overseas and Foreign Student's Hospital Insurance

Students must apply personally for hospital insurance to the Ontario Hospital Services Commission on application forms available at the University Health Services and elsewhere. Effective coverage is within three months of the first premium payment.

To cover this waiting period, all newly-arrived overseas or foreign students are required to apply to the University Health Service, 256 Huron Street, within two weeks of registration for ninety day group hospital insurance. The costs are: single student, \$5.50; married student with dependents, \$15.00. The policy covers the holder from the day of registration for ninety days for hospital expenses only.

Student Expenses

It is estimated that the minimum cost of maintenance and fees for a single student living away from home is about \$2,000 for the University session.

Each student should be prepared to spend up to \$150 in connection with the orientation program, other student activities and the purchase of books.

MASTER OF BUSINESS ADMINISTRATION

The Master of Business Administration program is a two-year course leading to the degree of Master of Business Administration (M.B.A.). In the first year the student makes a choice of several courses leading either to an M.B.A. degree in general management or in management science, with the consent of faculty advisers. Second year courses are partly selected within these two streams by the student according to his own career interests.

In the first year, the program consists of twelve subjects (six in each term) designed to provide an understanding of the essentials of business administration. The second year's work comprises five subjects. Selection of subjects in the second year is restricted to ensure a reasonably broad program.

Eligibility

Admission to the Master of Business Administration program is open to graduates of universities approved by the School of Graduate Studies in accordance with its general regulations.

Applicants must have secured second class honours (or B standing) in their undergraduate work.

Although graduates of Canadian universities whose undergraduate standing clearly meets this requirement will be admitted to the Master of Business Administration program on the strength of their undergraduate work alone, all other applicants must demonstrate their potential ability to undertake graduate work in this field by obtaining a satisfactory score on the Admission Test for Graduate Study in Business administered by the Educational Testing Service of Princeton, New Jersey.

ADVANCED STANDING

Candidates who are otherwise eligible for admission to the Master's program may be granted advanced standing and permitted to register in the second year of the program in the following circumstances:

1. A graduate from a four-year honour course in commerce or

business administration which, in the opinion of the School of Business, provides an adequate program of studies in this area may be admitted into the second year of the program provided that he has obtained second class or B standing in his final undergraduate year and that he has covered all or substantially all of the subjects of the first year. If his undergraduate program is deficient in one or more areas, a special program may be prescribed and he may be required to take one or more first-year subjects in addition to the regular work of the second year. A candidate required to take more than one full subject of the first year in addition to his second year's work will not be able to complete his work for the degree in one year.

2. A candidate who has achieved B standing in the Diploma Course in Business Administration or has done satisfactory graduate work at another university will be admitted to the second year of the program provided that the subjects he has taken are, in the opinion of the School of Business, equivalent to the work of the first year. If not all of the subjects of the first year have been adequately covered, the choice of second-year subjects may be restricted or additional subjects may be prescribed.

Application

Application forms for admission to the Master of Business Administration program must be obtained from the School of Graduate Studies.

For admission to the Master's program, two application forms, duly completed, and two copies of the official transcript of the applicant's undergraduate record, certified by the university concerned, must be forwarded to the Secretary, School of Graduate Studies, University of Toronto, Toronto 5, Ontario. Unofficial or uncertified photostatic copies of transcripts are not acceptable. Since many institutions are unwilling to release full details of a student's record to the student himself, it is usually advisable to ask the undergraduate institution to send transcripts direct to the School of Graduate Studies.

Applications for admission should be submitted by March 15 in order to be assured of first consideration. Applications received up until August 1 will be considered if places are available. An application fee of \$10 (certified cheque or money order in Canadian funds payable to the University of Toronto) must accompany applications from students not previously enrolled in the School of Graduate Studies. In no case will application fees be refunded, nor will they be credited against fees.

Applications will be considered from students who are in their final year of undergraduate study and such applicants, if their standing to that point meets the requirements, will be granted conditional admission.

Since, in many cases, the School of Business will not recommend admission unless a satisfactory score has been obtained on the Admission Test for Graduate Study in Business and since the test results are also taken into account in awarding certain fellowships, applicants are advised to arrange to take this test as soon as possible. Information regarding the test may be obtained from: Admission Test for Graduate Study in Business, Educational Testing Service, Box 966, Princeton, New Jersey 08540, U.S.A. The test is a written four-hour test given every three months at major centres throughout the world.

Because students are required to be fluent in the English language, applicants from countries in which English is not the normal means of communication will be required to demonstrate their competence in English before their arrival at the School. Normally this is best done by means of the test administered by the English Language Institute, University of Michigan, or by the Test of English as a Foreign Language, administered by the Educational Testing Service of Princeton, New Jersey. Although the test results need not be submitted until the applicant has been advised that he is otherwise acceptable, the applicant can avoid delay in receiving advice of final admission by arranging to take the English test at an earlier date.

Acceptance in the program is valid only for the session for which application is made; students who postpone commencement of the program for which they have been accepted must re-apply.

Registration

The School of Business operates on a sessional basis and candidates are admitted in September of each year only. Registration of candidates for the 1969-70 session of the Master's program will take place on September 12 and 15, 1969. Detailed instructions will be sent to accepted candidates in advance of that date.

At least the first instalment of fees must be paid before registration. See page 25.

Courses of Study

Detailed descriptions of the subjects of study are set out on pages 46 to 55.

FIRST YEAR

In the first year the student, with the consent of faculty advisers, makes a choice of several courses leading either to an M.B.A. degree in general management or in management science.

The first year of the Master's program consists of twelve half subjects selected as indicated from the list below:

Required subjects:

- 1010X Economics of Enterprise
- 1011X Economic Environment of Business
- 1021X Accounting I
- 1022X Accounting II
- 1030X Business Finance
- 1040X Production
- 1050X Marketing
- 1061X Administrative Behaviour
- 1062X Administrative Theory

Optional subjects:

EITHER

- 1070X Statistics for Business Decisions
- 1072X Business Information Systems
and one of the following:
- 1041X Introduction to Operations Analysis
- 1071X Quantitative Methods

OR

- 1073X Mathematics for management science
- 1074X Probability Theory
- 1075X Mathematical Statistics

X indicates half subject (one term)

Substitutions and Credits

Students who have not been granted advanced standing will normally be required to take the complete first-year program consisting of the twelve half subjects. If, however, a student has done satisfactory work elsewhere in courses considered to be equivalent to one of the first-year subjects, he may be granted an exemption from that subject. If it is considered necessary, a special examination may be required. Exemptions cannot be granted in more than two half subjects. Students eligible for exemption in more than two half subjects will be required to substitute another approved graduate subject for all except one of the exempted subjects.

In special cases where a student has covered, in an undergraduate honour course or in another graduate course, work considered to be equivalent to first-year subjects, he may be granted credit in the corresponding subjects. All credits are subject to the approval of the Director.

SECOND YEAR

The second-year program consists of five subjects.

In general, it is considered desirable that the student choose a program as diversified as possible, although a limited amount of specialization will be permitted in one area. Except where a special program has been approved by the Director, the five second-year subjects must be chosen in accordance with the following rules:

- (a) Each student must take either
2003 Business Strategy or
2010 Economics and Business Policy
- (b) The remaining four subjects must be selected in such a way that at least one subject is chosen in at least three of the groups set out below. No more than two subjects may be chosen from a group.

Group 1 2020 Administrative Accounting
2030 Financial Management
2031 Financial Markets and Investment Analysis

Group 2 2040 Production Management
2041 Operations Analysis

Group 3 2050 Marketing Management
2051 Marketing Research
2052 Marketing Communications

Group 4 2060 Management of Human Resources
2063* Human Relations in the Industrial
Community

2065 Organizational Behaviour
Group 5 2061 Selected Problems in Industrial Relations
2062 Union-Management Relations

Group 6 2070 Statistical Methods for Business and Industry
2071 Business Forecasting

Group 7 2002* Research Project

*These subjects may be taken for credit only with special permission.

One subject from another graduate department of the University, may be substituted for one of the optional subjects listed above, provided that the choice is approved by the School of Business and the department concerned.

The graduate departments offering courses which may be suitable for inclusion in the program include the following:

Computer Science
Culture and Technology
Industrial Engineering
Law
Mathematics
Political Economy
Sociology

- (c) One or more extra subjects (not counting for credit towards the degree) may be taken with special permission.
- (d) A student's choice of subjects may be restricted by conditions imposed either on admission to the program or on completion of the first year's work.
- (e) All programs are subject to approval by the Director of the School of Business and by the School of Graduate Studies.

Academic Standing

The following grading system is employed:

GRADE	MARKS
A	75-100%
B	66-74%
C	60-65%
F (Failure)	Below 60%

FIRST YEAR

In order to obtain credit for the work of the first year a student must obtain at least C standing in each subject and an average of at least 66% of the aggregate marks. No supplemental examinations are provided and a student who fails to obtain the required standing in a subject will be required to repeat that subject.

A student who obtains the required 66% of the aggregate marks but who fails to obtain standing in one subject (or two half subjects) may be permitted to register in the second year while repeating the failed subject or subjects.

SECOND YEAR

In order to be eligible to receive the degree, a student must obtain B standing in each of the subjects of the second year. Students who obtain an average of 66% of the total marks but who fail to obtain standing in one subject may be permitted to repeat the failed subject.

General Regulations

A student whose attendance at classes is unsatisfactory, or whose work is deemed unsatisfactory, may have his registration cancelled at any time by the Council of the School of Graduate Studies.

In order to be eligible to receive the degree, all requirements must be completed within four years from the date of first enrolment in the second year of the program.

After completion of course requirements, candidates for the degree must re-register in the School of Graduate Studies each year until the degree is granted. Failure of a student to re-register as required will cause his enrolment to lapse. It may only be re-established if his application for reinstatement is approved by the School of Business and the School of Graduate Studies and the registration fees are paid for each of the years in which he has failed to register.

Aegrotat standing will not be granted but special examinations may be provided for students who were unable to write the final examinations or whose performance was adversely affected by reason of illness, domestic affliction, or other causes. Petitions for special consideration on account of such factors must be submitted to the Secretary of the School of Business within three days after the end of the examination period, together with a doctor's certificate which includes a statement that the candidate was examined at the time of illness, or other evidence.

The Master of Business Administration program is not normally available to part-time students. Applicants wishing to obtain credit towards the degree on a part-time basis may, however, cover the equivalent of the first year by registering in the Diploma course in Business Administration. Credit against the first year of the M.B.A. program will normally be granted for each subject of the Diploma Course in which adequate standing has been obtained. (See page 31.) In exceptional cases, well qualified students may be permitted to take the second year of the Master's program on a part-time basis.

Appeals

A student wishing to appeal to the Senate against a decision of the Council of the School of Graduate Studies should consult the Secretary of the School of Graduate Studies or the office of the university registrar about the preparation and submission of his petition to the Secretary of the Senate.

Fees

Before students can register in the Master's program, they must

complete fees forms and pay all, or the first instalment, of the prescribed fees. Fees forms are available at the School of Graduate Studies. All cheques and money orders should be made payable to the University of Toronto.

The fees payable (subject to change) are as follows:

FULL-TIME STUDENTS

	ACADEMIC FEE	INCIDENTAL FEES*	TOTAL FEES	FIRST INSTAL.	SECOND INSTAL.
Men	\$435	\$47	\$482	\$265	\$220
Women	435	27	462	245	220

*Incidental fees include: Hart House (Men) \$20, Students' Administrative Council \$12, Health Service \$10 and Graduate Students' Union \$5.

Fees must be paid before registration. Penalty for late registration is \$10, plus \$1 per day up to \$20.

If a student elects to pay his fees in two instalments, the penalty for late payment of the first instalment is the penalty for late registration, as above. The second instalment is due on or before January 15 (without further notice). Penalty for late payment of the second instalment is \$3 per month up to \$10.

Re-Registration Fee

The fee payable by students required to re-register is \$60 per year plus any applicable incidental fees.

PART-TIME STUDENTS

Academic fee: \$110 per subject.

Incidental fees: \$15.

Fees must be paid *in full* before registration.

Withdrawal

If for any reason a student cannot continue classes, he must submit to the Secretary of the School of Graduate Studies written notice of intention to withdraw. Fees adjustment will be considered only from date of receipt of notice.



Information I – Preprint

DIPLOMA IN BUSINESS ADMINISTRATION

The Diploma Course is a one-year course leading to the designation Diploma in Business Administration (Dip.Bus.Admin.). The program of studies consists of twelve subjects and a comprehensive examination. The program may be taken either full-time or part-time in day classes, or part-time in evening classes.

Eligibility

Admission to the Diploma Course is open to graduates of recognized universities, who have shown evidence of capability for successful work in the course by their undergraduate studies.

Applicants whose undergraduate standing has been below second-class honours (or B standing) and applicants educated outside of Canada will be required to provide additional evidence of their potential ability in this field by obtaining a satisfactory score in the Admission Test for Graduate Study in Business administered by the Educational Testing Service of Princeton, New Jersey. In exceptional cases, however, the School is prepared to consider other factors, such as graduate courses taken elsewhere or suitable business experience. Applicants with less than third-class honours (or C standing) will not be admitted into the course.

Applicants should note that the limited facilities of the School make it necessary to restrict enrolment in the Diploma Course. In selecting candidates, preference is given to the more highly qualified applicants and, as a result, those possessing only the minimum requirements for admission cannot be assured of a place in the course.

Application

Application forms for admission to the Diploma Course in Business Administration must be obtained from the School of Business.

For admission to the Diploma Course, two application forms,

duly completed, and two copies of the official transcript of the applicant's undergraduate record, certified by the university concerned, must be forwarded to the Secretary, School of Business, University of Toronto, Toronto 5, Ontario. Unofficial or uncertified photostatic copies of transcripts are not acceptable. Since many institutions are unwilling to release full details of a student's record to the student himself, it is usually advisable to ask the undergraduate institution to send transcripts direct to the School of Business. Applications for admission must be submitted by August 20.

Applications will be considered from students who are in their final year of undergraduate study and such applicants, if their record to date meets the requirements, will be granted conditional admission.

Since in many cases, the School of Business will not admit applicants unless a satisfactory score has been obtained on the Admission Test for Graduate Study in Business, applicants are advised to arrange to take this test before submitting their applications. Information regarding the test may be obtained from: Admission Test for Graduate Study in Business, Educational Testing Service, Box 966, Princeton, New Jersey 08540, U.S.A.

Because students in the School of Business are required to be fluent in the English language, applicants from countries in which English is not the normal means of communication will be required to demonstrate their competence in English before their arrival at the School. Normally this is best done by means of the test administered by the English Language Institute, University of Michigan, or by the Test of English as a Foreign Language administered by the Educational Testing Service of Princeton, New Jersey. Although the test results need not be submitted until the applicant has been advised that he is otherwise acceptable, the applicant can avoid delay in receiving advice of final admission by arranging to take the English test at an earlier date.

Withdrawals cannot be accepted after December 15 for subjects offered in the fall term or after March 15 for subjects offered in the spring term.

Registration

The School of Business operates on a session basis and candidates are admitted in September of each year only.

FULL-TIME STUDENTS

Registration of full-time students for the 1969-70 session of the Di-

ploma Course will take place on September 12 and 15, 1969. Detailed instructions will be sent to accepted candidates in advance of that date.

At least the first instalment of fees must be paid at the time of registration. (See page 31.)

In no case will a student be permitted to register in the School for the first time after October 15.

PART-TIME STUDENTS

Part-time students may register by mail. Registration forms for the 1969-70 session will be sent to all accepted applicants and continuing students in the latter part of August.

Registrations will be accepted in the order received up to class limits. Registration forms must be accompanied by a cheque covering fees in full. No registrations of part-time students will be accepted after September 15.

Withdrawal

If for any reason a student cannot continue classes, he must submit to the Secretary of the School of Business written notice of intention to withdraw. Fees adjustment will be considered only from date of receipt of notice. Withdrawals cannot be accepted after December 15 for subjects offered in the fall term or after March 15 for subjects offered in the spring term.

Courses of Study

The Diploma Course in Business Administration consists of twelve half subjects as follows:

- 110X Economics of Enterprise
 - 111X Economic Environment of Business
 - 121X Accounting I
 - 122X Accounting II
 - 130X Business Finance
 - 140X Production
 - 150X Marketing
 - 161X Administrative Behaviour
 - 162X Administrative Theory
 - 170X Statistics for Business Decisions
 - 172X Business Information Systems
- and one of the following:
- 141X Introduction to Operations Analysis
 - 171X Quantitative Methods

In addition, candidates for the Diploma are required to write a comprehensive examination.

These subjects which are similar to those in the Master's program, are described on pages 46 to 55.

No credits will be allowed for work taken elsewhere. If, however, a student has done satisfactory work elsewhere in courses considered to be equivalent to one of the Diploma subjects, he may be permitted to substitute another graduate subject for the equivalent Diploma subject. If it is considered necessary, a special examination may be required. Substitutions will be permitted for only one full subject or two half subjects.

Qualified candidates may be permitted to substitute subject #1073X, #1074X and #1075X of the master of business administration program for the corresponding diploma subjects (#170, #172 and either #141 or #171).

Academic Standing

The following grading system is employed:

GRADE	MARKS
A	75-100%
B	66-74%
C	60-65%
F (Failure)	Below 60%

Candidates must obtain at least C standing in each subject and in the comprehensive examination in order to be eligible for the Diploma in Business Administration. A candidate who obtains the required 60% average but who fails to obtain standing in the equivalent of two full subjects may be permitted to repeat the failed subjects.

General Regulations

A student whose attendance at classes is unsatisfactory, or whose work is deemed unsatisfactory, may have his registration cancelled at any time by the Council of the School of Business.

In order to be eligible to receive the Diploma, a candidate must complete all the required subjects and the comprehensive examination within four years from the date of first registration.

Aegrotat standing will not be granted but special examinations may be provided for students who were unable to write the final examinations or whose performance was adversely affected by reason of illness, domestic affliction, or other causes. Petitions for special consideration on account of such factors must be submitted to the Secretary of the School of Business within three days after the

end of the examination period, together with a doctor's certificate which includes a statement that the candidate was examined at the time of illness, or other evidence.

The Diploma Course may be taken on a part-time basis. Part-time students are not permitted to register in more than two subjects in each term.

Graduates of the Diploma Course who have obtained an average of 66% in the course will be deemed to have met the minimum requirements for admission to the Master of Business Administration program with advanced standing.

Appeals

A student wishing to appeal to the Senate against a decision of the Council of the School of Business should consult the Secretary of the School of Business or the office of the university registrar about the preparation and submission of his petition to the Secretary of the Senate.

Fees

Before students can register in the Diploma Course, they must complete fees forms and pay all, or the first instalment, of the prescribed fees. Fees forms are available at the School of Business at the time of registration.

All cheques and money orders should be made payable to the University of Toronto.

The fees payable (subject to change) are as follows:

FULL-TIME STUDENTS

	ACADEMIC FEE	INCIDENTAL FEES*	TOTAL FEES	FIRST INSTAL.	SECOND INSTAL.
Men	\$435	\$42	\$477	\$260	\$220
Women	435	22	457	240	220

*Incidental fees include: Hart House (Men) \$20, Students' Administrative Council \$12 and Health Service \$10.

Fees must be paid before registration. Penalty for late registration is \$10, plus \$1 per day up to \$20.

If a student elects to pay his fees in two instalments, the penalty for late payment of the first instalment is the penalty for late registration as above. The second instalment is due on or before January 15 (without further notice). Penalty for late payment of the second instalment is \$3 per month up to \$10.

PART-TIME STUDENTS

Academic fee: per half subject \$50.

In addition to these academic fees, Diploma Course students attending day classes are required to pay \$10 per year Health Service fee (or \$5 per year if only attending day classes in one half subject). Students who have obtained standing in all subjects of the Diploma Course but who have not passed the comprehensive examination must re-register and pay a fee of \$15 in order to be eligible to sit for this examination.

Fees for part-time students must be paid *in full* at the time of registration.

Information II — Print



DOCTOR OF PHILOSOPHY

The Doctoral Program is designed to be flexible, to enable students to have substantial scope for their development on an independent basis with as much personal attention as required. Since it is a research degree, the candidate's program will enable him to acquire competence in his major area of interest and the background disciplines in order to carry out his research for the thesis. Thus the goal of the program is to provide candidates with the necessary skills to:

- carry out teaching and research in universities, or
- assume major research responsibilities in business and government.

The content of the PH.D. program is based on:

- the development of competence in evaluating theories applicable to business and in exploring, identifying and analyzing problems.
- study in the three disciplines essential to an understanding of the administrative decision making – economics, mathematics and the behavioural sciences – in preparation for qualifying examinations.
- study of a major field of specialization in one of the following: business economics, marketing or finance.
- study in two other fields, one to be chosen from a business area; the other to be chosen from the underlying disciplines.
- demonstration of the ability to design and conduct independent research. The candidate will submit and defend a thesis based on his research, which will make a significant contribution to knowledge in the field of business.

Eligibility

Admission to the Doctoral Program is limited to graduates of high intellectual ability, who have an interest in furthering the understanding of the operations of the economic sectors of society, and the individual organizations and administrative units within it. Because of the broad foundation for study in business, candidates from

a wide variety of backgrounds in undergraduate work are accepted. Candidates who lack the pre-requisites for taking graduate work in business may remedy the deficiencies by successful completion of courses in the first (pre-requisite) year of the Master of Business Administration program.

Candidates who have received an undergraduate or graduate degree in business administration, commerce or management, from a recognized university will normally be able to complete the program within a three-year period of full-time study.

Application

All applications for the PH.D. program must be submitted to the School of Graduate Studies and all candidates must meet the requirements of that School. Full information regarding the procedures to be followed is set out in the calendar of the School of Graduate Studies.

Evaluation of applicants will be based upon academic records, three letters of recommendation from former professors or other suitable referees familiar with the applicant's qualifications, personal interview (where necessary) and the applicant's score obtained on the Admission Test for Graduate Study in Business.

The Program of Study

Each student's program is unique. Programs will vary because students will have different backgrounds and interests. The focus of all programs is to achieve satisfactory standards of competence in the major and minor fields of study to enable the student to carry out his research and to submit a satisfactory thesis. Normally, in preparation for their comprehensive examination, students will take a program of at least five business courses at the 2000 and 3000 level, at least three of which will be in the major field and at least one in the minor field. Competence in the underlying disciplines can be achieved either by courses or independent study, but one of the disciplines must be chosen as an outside minor.

The program of study for each student, developed by him in conjunction with his adviser, must be approved by the PH.D. Committee and by the School of Graduate Studies. The progress of the student through the program will be determined by the successful completion of the following:

- qualifying examinations in the functional areas and the underlying disciplines. Usually, the final examinations in specified courses will be accepted in lieu of a qualifying examination.

- a comprehensive written and oral examination in the student's major and business minor field.
- the written presentation and oral defence of a thesis embodying an original piece of research.

An examination in one language, other than English, approved by the PH.D. Committee, must also be passed prior to presentation of the thesis, in accordance with the regulations of the School of Graduate Studies.

If a student enters the Doctoral Program, with the pre-requisites for graduate study in business, his first year of study will normally be devoted to reaching a level of competence in the underlying disciplines and to beginning work on his major and minor fields. At this point, a student should be prepared for his qualifying examinations.

The second year of the program will normally be concerned with further work in his major field with a substantial focus on research. During this year, the student will complete his preparation for the comprehensive examinations and will define his area of thesis research and submit a suitable topic. Students who have successfully completed graduate work in business administration may enter directly into the second year upon presenting evidence of competence required of students in the first year. Qualifying examinations may be required to determine the level of competence.

In the third year, the student will be engaged in full-time research on his thesis topic. Upon acceptance of the thesis and successful oral defence of it, he will be recommended for the PH.D. degree.

Information III — Print-Out



Courses of Study

For the 1969-70 session, the course of study will be limited to three major areas: (a) Business economics (b) Marketing and (c) Finance. In subsequent years, (d) Human resources and organizational theory and (e) Industrial relations will be added to approved fields.

In addition to selected subjects from the Master of Business Administration program, the following subjects will be offered for doctoral candidates:

- 2111X Managerial Economics I
- 2112X Managerial Economics II
- 2151X Economics of Resource Allocation
- 2152X Business and the Regulatory Environment
- 2153X The Canadian Economic Environment
- 2701X Applied Statistical Decision Theory
- 2702X Sample Survey Theory and its Applications
- 2711X Business Cycles and Forecasting Models
- 2712X Econometrics and Business Forecasting
- 2713X Adaptive Forecasting and Time Series Analysis
- 2714X Applied Regression Analysis
- 3010 Theoretical Managerial Economics
- 3030 Financial Theory of the Firm
- 3050 Marketing Theory
- 3090 Reading Course in Approved Field

X indicates half subject.

EXECUTIVE PROGRAMS

In recognition of the need for continuing education programs for practising business people the School of Business sponsors a number of part-time special programs. Such programs assist those preparing for greater responsibility in business or those who feel a need for further study in order to increase their managerial effectiveness.

Special programs also facilitate the much-needed contact between faculty members and members of the business community. Through these programs, managers can be made aware of research programs being carried out and can evaluate and suggest direction for such activity. Similarly, faculty members can test the practicability and application of new concepts being developed in the academic business institutions which can be of great value in the normal conduct of graduate education in business.

Special programs include short seminars, one-day conferences, a summer residential program for executives and a winter evening series of meetings. These are outlined in more detail below.

Part of the Capacity Audience for Dr. Chris Argyris' lecture, October 15 and 16, 1968



Management of the Enterprise

This series of dinner meetings is designed for executives who hold positions of responsibility and who have had considerable experience in some phase of management. At each meeting the group hears a concise and provocative presentation of a topic of interest to the general manager.

The objective of Management of the Enterprise is to examine and assess current developments in administration and business. Seminars are held once a week from October until March.

Business Outlook Forum

This one-day forum, held in late November, brings business executives together to examine the prospective business climate for the coming year. Business leaders and staff members of the School present for discussion their views on the outlook for the economy and for selected industries.

Distinguished Lecture Series

Through the co-operation of the Canadian Imperial Bank of Commerce, the School sponsors public lectures by outstanding leaders in the fields of business administration and economics. Distinguished Lectures have been given by Dr. Chris Argyris, Dr. Herbert Simon and Dr. Peter Drucker.

Managing Engineers

This two-and-a-half day seminar is intended for those who supervise engineers as well as managers with responsibilities related to engineering functions, or those preparing themselves for such roles. It has been organized to bring current thought – both theory and practice – to those who seek to keep themselves and their organizations vital, efficient and effective. The sessions will focus on the management process, perception and motivation, utilization of engineers, and managing by objectives, all related to dealing with engineers. Generally conducted in October.

Management Development

A two-day seminar for people concerned with and/or actively carrying out a management development program. Consists of explanation of some basic ideas and practices. A what-it-is-all-about and how to implement its course. Speakers are from the School and outside organizations. Conducted in February.

Making Improvement Efforts Effective

One of the vital objectives of any organization or organizational unit is to improve its operation and to match its operation to the rapidly changing environment in which it finds itself. This desired improvement may be in terms of products, profit, marketing, services, etc.; that is, in terms of any of the factors by which the organization, profit-oriented or not, measures its success. The need for continual improvement should permeate the entire organization, from top to bottom. The problems of how to co-ordinate various efforts at improvement, how to keep a creative climate, will be examined by engineers, psychologists and managers. Actual cases will be discussed and problems of those attending examined, anonymously if desired. These sessions are intended for managers and potential managers of various activities in organizations aiming at improved performance in their organizations as well as senior managers concerned with the overall activities of their firms. The program is under the direction of Dr. R. N. Lehrer, Professor and Director of the School of Industrial Engineering, Georgia Institute of Technology. Conducted in March.

Applying the Management Process

This Management Course is a two-week live-in course in May designed specially for people who have specialized most of their careers and are interested in obtaining a broader understanding of the management process, as well as those in management positions at present who require a greater understanding of management in order to function more efficiently. This program consists of two main parts: (1) The process of management, which is an examination of planning, organizing, leading, and controlling the basic work of any manager. To do this requires (a) a good understanding of people and how to work with people, singly and in groups – this naturally needs discussion of the basic needs and motivation of people and how they act and re-act in groups; (b) a knowledge of the needs and objectives of the organization so that it can remain profitable and grow, the essence of managing by setting objectives. (2) An examination of the leading assumptions underlying management behaviour. This will buttress (1) and help assure that any manager is not a learner of gimmicks and means to manipulate people, but has enough knowledge of leading assumptions so he can choose his means of acting more naturally and make his actions more effective.



Group of executives during one of the seminars

Other School of Business Programs

From time to time the School sponsors special lectures and conferences open to the business public or for special groups having a common interest in some phase of business administration. The objective is to bring together a group of businessmen and university staff members to examine, discuss and evaluate some phase of current development in administration or business. These conferences provide a forum for the exchange of views on various aspects of the changing field of business administration.

Special brochures on all the above programs are available from Coordinator of Executive Programs, School of Business, University of Toronto, Toronto 5.

Division of University Extension

The Division of University Extension also offers many evening courses in business and business administration. Details of these programs may be obtained from the Division of University Extension, University of Toronto, 84 Queen's Park Crescent, Toronto 5, Ontario.

FELLOWSHIPS, AWARDS AND FINANCIAL AID

There are various sources of financial assistance available to qualified students. Fellowships in the Master of Business Administration program are awarded to students of high academic attainment. Bursaries, loan funds and assistantships are available to all students.

The Shiffer-Hillman Fellowship

This fellowship, of the value of \$1,000, is the gift of Shiffer-Hillman Company, Limited. It is to be awarded every second year, and will be awarded in the 1969-70 session. It is open to graduates of any recognized university who propose to undertake full-time graduate work in Business Administration leading to the degree of Master of Business Administration.

The James William Woods Fellowship

This fellowship, of the value of \$1,000, is the gift of Gordon Mackay and Company Limited. It is open to graduates of any recognized university who propose to undertake full-time graduate work in Business Administration leading to the degree of Master of Business Administration.

The Mary Jane Felker Fellowship

This fellowship, of the value of approximately \$1,000, has been established by virtue of a bequest from the late Mrs. Felker of Guelph, Ontario. It is open to graduates of any recognized university who propose to undertake full-time graduate work in Business Administration leading to the degree of Master of Business Administration.

The Professional Marketing Research Society Award

This award of the value of \$150, has been made available by the Professional Marketing Research Society, Toronto. It will be awarded to a student in the Second Year of the Master's Course on the

basis of overall standing and promise demonstrated in the Diploma Course, or the First Year of the Master's Course.

The Toronto Construction Association Fellowship

This fellowship, of the value of \$3,000, to be awarded to a student entering the second year who in the opinion of the Director of the Centre for Industrial Relations is most likely to contribute in a practical way to industrial relations as they pertain to the construction industry, is open to graduates who propose to undertake full-time studies leading to the degree of Master of Business Administration. Applications should be submitted to the Director, Centre for Industrial Relations, University of Toronto, prior to March 1.

Open Fellowships

The following open fellowships in the School of Graduate Studies may be held by candidates for the M.B.A. degree. With the exception of Prerequisite Year Fellowships, these are open only to students entering the second year of the program:

Special Open Fellowships	\$4,000
Mary H. Beatty Fellowships (renewable)	\$3,000
Sidney Smith Fellowship	\$2,500
Open Fellowships	up to \$3,000
Pre-requisite Year Fellowships	up to \$1,000
Margaret and Nicholas Fodor Fellowship	approximately \$5,000
George Sidney Brett Memorial Fellowship	approximately \$1,245
Sir Joseph Flavell Fellowships	approximately \$1,400
Mary Elizabeth Mahony Fellowship	approximately \$1,200
R. V. LeSueur Fellowship	\$500

Applications for all the above fellowships must be submitted to the Secretary, School of Graduate Studies, on or before February 1.

Seagram Business Fellowships

The Samuel Bronfman Foundation has made available on an annual basis a series of fellowships to be awarded to students in graduate schools of business in Canadian universities. The awards are limited to Canadian citizens.

Type A Graduate Study Fellowships, of which there are 12 awards of \$1,000 each, are open to graduates of any recognized university who propose to enter the first year of the Master of Business Administration program. Application for Type A Fellowships must be made directly by individuals to: Dr. Herman Overgaard, Secretary/Treasurer, Association of Canadian Schools of Business, c/o School of Business and Economics, Waterloo Lutheran University, Waterloo, Ontario, by April 1, 1969.

Type B Graduate Study Fellowships, of which there are 6 awards of \$1,600 each, are open to students entering the second year of the Master of Business Administration program. Candidates for Type B Fellowships are nominated by the School of Business. Nominations close May 15, 1969.

Applicants for these fellowships are required to submit their score in the Admission Test for Graduate Study in Business.

The Society of Industrial Accountants of Canada

Business Fellowships

A total of five fellowships of \$1,200 each are available annually to students enrolled in a graduate business program at Canadian universities. Awards are to be granted to students whose program indicates an interest in management accounting and accounting research. Selections are made by the Fellowship Committee of the Society of Industrial Accountants. Applications should be made directly to: Administrative Secretary, Fellowship Selection Committee, Society of Industrial Accountants of Canada, P.O. Box 176, 154 Main Street East, Hamilton, Ontario.

The Canadian Institute of Chartered Accountants

Graduate Fellowships

The Canadian Institute of Chartered Accountants Graduate fellowships, to a maximum amount of \$2,500, are available to members of this Canadian Institute now teaching at a Canadian university, junior college or institute of technology who are candidates for a graduate degree beyond a first master's degree and who are studying with a view to a teaching career in Canada.

Applications must be received by The Director of Research, The Canadian Institute of Chartered Accountants, 250 Bloor Street East, Toronto 5.

School of Business Loan Fund

This fund was established by virtue of gifts of the Canadian Industrial Management Association, Consumers' Gas Company, Dominion Stores Limited, Massey-Ferguson Limited, Eastern Construction Limited, Ford Motor Company of Canada, Mr. B. C. Donnan and Mr. N. J. Parsons. It provides for loans to competent students to meet financial problems which could not have been anticipated. Repayments commence one year after graduation, from which date interest at 3% is charged. Students may apply to the Secretary, School of Business, after they have registered.



Student Power?

Graduate Students' Emergency Loan Fund

This fund has been established in the School of Graduate Studies to assist full-time students to meet financial problems which could not have been anticipated. Full information is available from the Secretary of the School of Graduate Studies.

University of Toronto Alumni Loan Fund

This fund comes from subscriptions received from graduates of the University and is administered by the University of Toronto Alumni Association. Particulars may be obtained from the University of Toronto Alumni Association, Alumni House.

Ontario Student Awards Program

The Province of Ontario instituted a program in 1966 incorporating both the former Federal-Provincial Bursary Plan and the Canada Student Loans Plan. To be eligible for an award under this Program, a student entering the School of Business must be a Canadian citizen, or have landed immigrant status; must have been a permanent

resident of Ontario for at least 12 months and must be enrolled as a full-time student. Awards received by students from other sources will be counted as a direct resource against the grant portion of any Award made under this program after the first \$150.

Further information and application forms are available from the School of Business in the case of Diploma Course students, or the School of Graduate Studies in the case of M.B.A. candidates. Information about loans and bursaries available to students from other provinces is available from the Department of Education in the province in which the student has established residence.

Assistantships

Each year there are openings for some graduate students as assistants to help with the correction of reports and for the supervision of the Library in the evenings. Assistantships are valued up to \$750 depending on the type of work. Application for appointment as an assistant should be made to the Director of the School of Business.

Alumni Award

This award is presented each year by the School of Business Alumni Association to the student achieving the highest scholastic standing in the graduating class of the School of Business.

DESCRIPTION OF SUBJECTS

X indicates a half subject (one term)

110X/1010X Economics of Enterprise

The study of the determinants of market prices and of the allocation of resources in the market economy. Both product markets and the markets for factors of production will be studied.

111X/1011X Economic Environment of Business

The study of the determinants of the levels of income, employment, and prices, at the national and international level. Government monetary, fiscal, and international economic policies are discussed. Pre-requisite course: 110X/1010X

121X/1021X Accounting I

An introduction to the theory and practice of financial accounting and the analysis and interpretation of financial statements. Although a substantial portion of the course is, of necessity, devoted to the acquisition of basic techniques, emphasis is placed on the significance of conventional accounting reports to various classes of user and the limitations inherent in the basic data.

122X/1022X Accounting II

An introduction to management accounting. The course is primarily concerned with the use of accounting reports as guides to administrative action and as a means of control. Cost accounting and the development of specialized analyses for decision making purposes are the major areas of concern.

130X/1030X Business Finance

The financial economics of business enterprises and the financial system. Subjects include the nature and scope of the finance function; capital markets; fund raising and resource allocation under conditions of risk and uncertainty; current finance; and capital

budgeting. These topics are treated from the viewpoint of both the firm and the economy.

140X/1040X Production

An introduction to concepts, terminology, problems and methods of analysis applicable to the production function of the industrial enterprise. The areas of product, process and physical facilities will be covered by directed reading. The lectures will include work study; wage administration; controls of production, quality, and costs. Problems and cases will supplement lecture material.

141X/1041X Introduction to Operations Analysis

To introduce the basic models of operational research and their application to management problems. The structure of the models and their general applicability will be stressed. Topics include linear programming, the transportation model, dynamic programming, project networks (PERT/CPM), and elementary queueing models.

150X/1050X Marketing

This is a survey course with two basic purposes. The first is to provide the student with an understanding of Canada's marketing system. Topics include: the Canadian marketing system, the development and changes in buying behaviour of consumers and industrial buyers, and trends in retailing and wholesaling. The second purpose of the course is to introduce the student to the problems dealt with by the marketing manager in the firm. Topics include: assessing and measuring marketing opportunities, the shaping of the product line, managing the channels of distribution, planning advertising programs and managing the sales force.

161X/1061X Administrative Behaviour

In this course theoretical ideas and empirical data concerning individual and group behaviour in organizations are considered. Emphasis is placed on the relevance of these for problems confronting management: motivation, influence, communication, supervision, and decision making.

162X/1062X Administrative Theory

An analysis of theories of administrative organization. The course will present the evolution of theory and practice from the classical approach of bureaucratic theory to the concepts of the organization as an open system. The managerial assumptions and implications of these theories will be explored for various aspects of organization.

170X/1070X Statistics for Business Decisions

Students are introduced to the simpler concepts of probability theory and statistical inference. Topics include sample spaces, random variables, simple distribution, sampling distributions, estimation of parameters, hypothesis testing, confidence intervals, and introductory regression analysis.

171X/1071X Quantitative Methods

This course is to be taken by students who have not had a university-level course in mathematics. It is assumed that students have some familiarity with secondary school mathematics. Its purpose is to introduce some of the concepts relevant to the use of mathematical models in management. Topics may include sets, relations, and functions; linear algebra; differential and integral calculus.

172X/1072X Business Information Systems

The nature and organization of information systems. Areas included are computer characteristics, information theory, flow charting programming, systems organization, indexing languages and information retrieval, and the management problems of data processing. Students will use the University's computer.

1073X Mathematics for Management Science

This is a review course covering topics in mathematics pertinent to the application of mathematics to management science. The topics include set theory, linear algebra, classical optimization techniques, and Kuhn-Tucker theory.

1074X Probability Theory

Topics in probability theory include basic concepts, theoretical distributions, moment generating functions, limit theorems, distributions of functions of random variables, and introduction to stochastic processes.

1075X Mathematical Statistics

Topics in mathematical statistics include sampling, estimation of parameters, tests of significance, methods of inference, and introductory regression analysis.

2002 Research Project

In lieu of one subject, students may elect to do a research project and present a paper in a business field of their choice. It is expected

that the project will make an original contribution to knowledge in the field.

2003 Business Strategy

An integrative course intended to develop knowledge and skills learned elsewhere in the program. The purpose is to relate knowledge in behavioural science, quantitative methods, and the functional areas of business to the decision process at the strategy level. Analysis is developed of the organization and its market which produce the conditions and procedures from which general management policy emerges. Policy formulation is evaluated in a framework of the economic mission of the firm, its competitive product-market strategy, and its internal capabilities as a human and technological organization. Teaching is based on class assignments and case materials. There is a heavy documentation from published corporate histories as well as reference to current corporate behaviour.

2010 Economics and Business Policy

The application of economic analysis to the formulation of business policies. Economic theory is used to derive concepts useful for decisions in such management problems as risk assumption, marketing and advertising policy, capital budgeting, cost control and product and pricing policy. Emphasis is placed on the identification of policy issues and the proper selection of economic, accounting and financial data in decision-making. Class discussion is supplemented by case analyses.

2020 Administrative Accounting

The use of accounting techniques and procedures as an aid to management. The principal contentious problems in contemporary accounting theory are discussed but the greater part of the course is devoted to considering the various ways in which accounting data can be used by management as a basis for decision-making and as a means of control. In this connection, attention is directed to the practical and theoretical problems involved in product costing and budgetary forecasting. The relationship between costs and prices and various methods of resolving problems of alternative choice are studied and evaluated. A brief summary of the effect of Canadian Income Tax legislation on business operations is also included.

2030 Financial Management

A course in management as it relates to the finance function in business enterprises. The relevant viewpoints, concepts, principles and

theories, for use in posing financial problems, making choices among alternative courses of action, and implementing decisions are discussed. Problems originating both inside and outside the firm are used as the basis for study. Classroom sessions take the form of lectures, case discussions, and seminars. Students are required to submit a research report by the end of the autumn term.

2031 Financial Markets and Investment Analysis

Financial investment policy for individuals and institutions. Topics include the examination of supply and demand relationships for various types of financial investments, an analysis of risk preferences and the structure of yields in financial markets, the selection of particular investment issues, price movements, and the efficient diversification of portfolios. Class sessions will consist primarily of lectures. Students are required to submit a major empirical research report. Projects utilizing the University's computer will be encouraged.

2040 Production Management

The work will consist of examining the functions of an enterprise for which the Production Manager is responsible. Limited consideration will be given to the product, the process, and the equipment: the emphasis will be on the planning and control needed to provide and maintain an efficient and competitive producing unit. The benefits and limitations of such techniques as time and motion study, work simplification, wage payment plans, routing, scheduling, cost control, and quality control will be assessed. Liberal use of case material selected from business practice will enable the student to develop administrative skills by analysing the situation, identifying the problems, selecting suitable techniques and suggesting appropriate courses of action.

2041 Operations Analysis

The models introduced in course 141X/1041X are extended, with emphasis on the general applicability of the operational research method. The mathematical structure underlying the models will be discussed with reference to their applications. Problems and examples will be drawn from the areas of marketing, finance, production, and organization theory. Topics will include linear programming and extensions, graphs and networks, dynamic programming, and stochastic processes.

2042X Production and Inventory Management

The theory and application of quantitative techniques production

and inventory planning and control. Topics will include production systems analysis, assembly line balance, scheduling, and inventory management. Both deterministic and stochastic models will be given. (Not offered in 1969–1970.)

2043X Logistics Management

The theory and application of quantitative techniques to the transportation field will be given. Topics will include network analysis, scheduling, and control. (Not offered in 1969–1970.)

2050 Marketing Management

The formulation of marketing policies and the development of effective marketing programs. Theories of behaviour, mathematical techniques and integrating concepts from business are examined in the light of their use in understanding and solving marketing problems. Areas include product policies, promotion policies, pricing policies, the management of physical distribution and the collection of marketing information.

2051 Marketing Research

The use of scientific methods in the solution of various types of marketing problems. The emphasis is on the use of research in the application of the principles of scientific management to the marketing function, and to an examination of research as a process in such areas as product research, performance analysis and the measurement of advertising effectiveness. The course will involve lectures, group discussions, student projects, guest lectures, and field trips.

2052 Marketing Communications

An exploration of buyer behaviour as it affects and is affected by communication from sellers to markets. Current theories and research in the communications field will be examined and implications for advertising, selling and pricing will be traced. Particular emphasis will be given to mass communication. There will be ample opportunity to apply concepts of group behaviour, role theory, learning theory and perception.

2060 Management of Human Resources

Analysis of manpower planning, staffing, development, and compensation. Organization goals are translated to specific objectives in planning and staffing to meet manpower needs. Techniques for manpower planning, job analysis, recruitment, selection and placement

for optimal utilization are studied. Human resource development, motivation, and performance improvement are analyzed. In these areas employee performance, compensation and reward administration, organizational justice, and programs for training and development are studied.

2061 Selected Problems in Industrial Relations

This course provides students with a sufficiently broad background in the fundamentals of the subject to enable them to appreciate the issues involved in the major labour relations and labour economics problems. In the first half of the course attention is focussed on the history of trade unionism, the structure and government of the labour movement, trade union and management philosophies and the legal environment. In the second half of the course the focus shifts to the changing nature of the labour force, wage determination, income shares, inflation and unemployment. As their term project students are required to undertake a field investigation of the problems confronting a particular union. The course is conducted as a seminar and full participation by all class members is expected.

2062 Union-Management Relations

This course is concerned with the current industrial relations scene in Canada and particularly in Ontario. Topics covered include the establishment of bargaining rights through certification, the conciliation and mediation processes, termination of bargaining rights, unfair labour practices, the collective agreement, arbitration, jurisdictional disputes, picketing, injunctions, and new developments in collective bargaining. Throughout the course the government role in industrial relations is examined.

2063 Human Relations in the Industrial Community

This seminar is offered on the assumptions that meanings of what people do and say are derived from many sources, and that learning the skill of practice of human relations involves more than acquiring adequate knowledge of theories of human behaviour and knowledge "about" human behaviour. The seminar is designed to give participants an opportunity to experience, in the human organization of the seminar itself, some of the social realities of living in a complex industrial society – such as understanding differences, developing objectives, utilizing new values and ideas.

2065 Organizational Behaviour

This course explores the interactions between human behaviour and organizational functioning. It draws upon theory and empirical

research in the social sciences. Initially, the individual, his attitudes and motives, the means by which he is satisfied and influenced are studied. Consideration is then given to man's position in a network of group and organizational relationships; the impact upon behaviour of the quality and structure of these relationships, and the reciprocal impact of behaviour upon the relationships. Finally, a variety of organizational structures and their appropriateness in the light of present knowledge is examined.

2070 Statistical Methods for Business and Industry

This course covers the same material as courses 2701 and 2702.

2071 Business Forecasting

This course covers the same material as courses 2711 and 2712.

2073 Methods and Models of Management Science

This course will present the methodology and models used in a quantitative approach to management decision making. The methodology on which the approach is founded will be given followed by a mathematical treatment of the common models that have found application. These will include graph theory, linear programming and extensions, dynamic programming, queueing theory, simulation and heuristic programming, and theory of games. (Not offered in 1969-1970.)

2111X Managerial Economics I

Economic and accounting costs. Estimation of marginal costs. Demand analysis. Analysis for pricing decisions.

2112X Managerial Economics II

Capital Theory. Analysis of risk and uncertainty. Advanced capital budgeting models. Strategies in interdependent market situations.

2151X Economics of Resource Allocation

General equilibrium in a market economy, capital theory, theory of risk and uncertainty with applications to optimization models. Prerequisite: 1010 or equivalent.

2152X Business and the Regulatory Environment

Industry structure and organization, with particular emphasis on markets with few participants. Pricing behaviour and market performance. Alternative approaches to the regulation of markets. Prerequisite: 1010 or equivalent.

2153X The Canadian Economic Environment

Macroeconomic analysis of economic growth, fluctuations and structural change, with particular emphasis on the problems arising from the "open" nature of the Canadian economy. Pre-requisite: 1011 or equivalent.

2701X Applied Statistical Decision Theory

An introduction to the analysis of decision problems under uncertainty from the unified viewpoint of statistical decision theory with emphasis on the use of the Bayes criterion. Subjective probability and utility concepts are introduced and utilized. Examples in the field of production, marketing, finance and research are discussed. Pre-requisites: elementary calculus, probability and statistics.

2702X Sample Survey Theory and Its Applications

A treatment of sampling theory as it has been developed for use in sample surveys. Emphasis is on the kind of sampling conducted to obtain additional information in reducing the degree of uncertainty in decision problems. Topics include: cost and efficiency comparisons, ratio estimates, regression estimates and non-sampling errors. Pre-requisites: elementary calculus, probability and statistics.

2711X Business Cycles and Forecasting Models

Business cycle models; postwar business cycle developments in North America; seasonal adjustment and other elementary time series analysis; use of business cycle indicators, diffusion indexes, and survey data in elementary forecasting models; long-range projection techniques. Pre-requisites: introductory macroeconomics, mathematics, and statistics.

2712X Econometrics and Business Forecasting

Construction of simultaneous equation forecasting models and estimation of structural parameters and reduced forms of these models; both macroeconomic and individual industry or commodity market models will be considered. Pre-requisites: some advanced economics, mathematics and statistics.

2713X Adaptive Forecasting and Time Series Analysis

Introduction to stochastic processes; the decomposition of time series by classical and spectral-analytic techniques; exponential smoothing, adaptive forecasting, and other autoregressive models, including applications to production smoothing models; evaluating alter-

native forecasting models. Pre-requisites: some advanced mathematics, probability theory, and statistics.

2714X Applied Regression Analysis

Multiple regression theory and its application to estimation of parameters of models in production, marketing and finance. Pre-requisites: some advanced mathematics and statistics.

3010 Theoretical Managerial Economics

(Not offered in 1969–1970.)

3030 Financial Theory of the Firm

Valuation theory pertinent to financial decision making in the firm. The course will draw upon both economic and behavioural theory, and upon models from operations analysis that are applicable in finance. Models for both short and long-term decision making, and decision making at the project and portfolio levels will be included. The material will be generalized to include both non-financial and financial firms. Problems in making the theory operational will be considered, including an examination of recent developments in accounting approaches to income measurement.

3050 Marketing Theory

Designed to provide an understanding of the role of theory in the examination and treatment of marketing phenomena in terms of the definition of relevant variables, their measurement and analysis. Basic topics treated are: the requirements and language of theory; the theory of markets; the theory of promotion; the theory of distribution; and the theory of the firm (in terms of marketing strategy). Material is drawn from the literature of marketing, other business disciplines, the social and behavioural sciences and the methodological sciences.

3090 Reading Course in Approved Field

1968-69 STUDENT ENROLMENT

FROM		WITH	
UNIVERSITY LOCATIONS		UNIVERSITY DEGREES	
Canada		Arts (B.A. and A.B.)	
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Nova Scotia	9	Engineering (B.A.SC., B.ENG., etc.)	
Saskatchewan	6	Electrical	45
Alberta	3	Mechanical	34
New Brunswick	3	Chemical	18
	—	Civil	16
	350	Industrial	15
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United States	16	Maths & Physics	12
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Australia	6	Other	30
Philippines	5		— 52
Israel	4	Commerce	
Ireland	3	B.COM.	31
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Taiwan	3		— 40
Lebanon	2	Pharmacy (B.SC.PHARM.)	5
New Zealand	2	Architecture (B.ARCH.)	4
Ecuador	1	Law (B.C.L. & L.L.B.)	4
Egypt	1	Agriculture (B.S.A.)	3
France	1	Forestry (B.SC.F.)	2
Greece	1	Physical Education (B.P.H.E.)	1
Hungary	1	Masters	
Malaya	1	Arts	8
Netherlands	1	Science & Engineering	6
Puerto Rico	1	Other	4
West Indies	1		— 18
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	—		—
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The University of Toronto issues the following calendars and other publications concerning courses of instruction given by the University, any one of which may be had on application to the Office of Admissions of the University, or to the Secretary of the Faculty, School or Institute about which information is sought.

GENERAL INFORMATION —	University of Toronto Handbook
ADMISSION INFORMATION —	Admission Awards Admission Circular
APPLIED SCIENCE AND ENGINEERING —	Faculty of Applied Science and Engineering Engineering at Toronto—descriptive brochure
ARCHITECTURE —	Faculty of Architecture, Urban and Regional Planning and Landscape Architecture Landscape Architecture—descriptive brochure Graduate Work in Architecture—descriptive brochure
ARTS AND SCIENCE —	Faculty of Arts and Science The New Programme
BUSINESS —	School of Business—Graduate Programme in Business Administration
CHILD STUDY —	Institute of Child Study
DENTISTRY	Faculty of Dentistry Division of Postgraduate Dental Education Division of Dental Hygiene
EDUCATION —	The College of Education Graduate Degrees in Education*
EXTENSION —	Degree Courses in Arts, Science and Nursing Certificate Courses in Business, Public Administration, Criminology and Public Health Nursing Courses in the Liberal Arts and Social Sciences (Non-Degree) Business, Engineering and other Professional Courses (Non-Degree)
FOOD SCIENCES —	Faculty of Food Sciences
FORESTRY —	Faculty of Forestry Diploma Course in Resource Management
GRADUATE STUDIES —	School of Graduate Studies
HYGIENE —	School of Hygiene
LAW —	Faculty of Law
LIBRARY SCIENCE —	School of Library Science
MEDICINE —	Faculty of Medicine, Premedical Course Faculty of Medicine, Professional Course Division of Rehabilitation Medicine Division of Postgraduate Medical Education
MUSIC —	Faculty of Music The Royal Conservatory of Music School of Music Year Book General Syllabus Pianoforte and Theory Syllabus
NURSING —	School of Nursing
PHARMACY —	Faculty of Pharmacy
PHYSICAL AND HEALTH EDUCATION —	School of Physical and Health Education
SOCIAL WORK —	School of Social Work

*Write to: Ontario Institute for Studies in Education, 102 Bloor Street West, Toronto 5, Ontario.

